

Finance, Planning and Resources Committee Meeting

4.00 pm on Tuesday, 25 September 2018
in 1B16 - Technopark, SE1 6LN

Agenda

<i>No.</i>	<i>Time</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
9.		KPI - strategic enablers	3 - 4	RF

Date of next meeting
4.00 pm on Tuesday, 6 November 2018

Members: Hilary McCallion (Chair), Jerry Cope, Michael Cutbill, Peter Fidler, Nelly Kibirige, Mee Ling Ng, Jenny Owen and David Phoenix

In attendance Pat Bailey, Richard Flatman, Nicole Louis, James Stevenson, Ralph Sanders, Alexander Enibe and Markos Koumaditis

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Report Date		31st August 2018		Past Performance			Benchmark	Target	Forecast	Result	DoT		Ambition	17/18 Rating Criteria		
Corporate Strategy Goals	20/20 Success Measures	#	Key Performance Indicators	14/15	15/16	16/17	Aspirational Group 15/16 average	17/18		YoY	Exec. Lead	20/21	Green	Amber	Red	
Teaching and Learning	Top 50% of universities for graduate employment / starting salaries.	1	Graduate level employment &/or Further study (EPI population)	68%	76.0%	81.8%	67.1	80%		87.7%	↑	PVC (SE)	80%	80 % +	77 - 79 %	< 77 %
Student Experience	Top quartile of all universities in NSS	2	NSS scores – overall satisfaction (First Degree respondents)	82%	82%	82.2%	82.4%	84%		79.1%	↓	DVC	89%	84 % +	80 - 83 %	< 80 %
		3	International Student barometer (% recommending LSBU)		77%	77%	not available	78%		80%	↑		81%	78% +	75 - 77%	< 75 %
		4	PGT experience (% satisfaction)	74%	74%	71%	not available	77%		71%	↓	82%	77 % +	73 - 76 %	< 73 %	
		5	Student Staff Ratio	16.4:1	17:1	16.5:1	17.6:1	17:1	16.5:1		→	18:1	<=17	17 - 18	> 18	
Employability	95% students in employment / further study (EPI)	6	DLHE Positive Outcomes; employment or further study (EPI)	90.2%	90.8%	94.6%	92.0%	95%		95.3%	↑	PVC (SE)	95%	95 % +	90 - 94 %	<90 %
	Top 10 UK universities for student start ups	7	Number of Student start ups (Active Firms in HE-BCI 4aiv)	30	50	45	53.6	90				PVC (R&E)	150	90 +	85 - 89	< 85
Research & Enterprise	Top 50% UK for Research & Enterprise Income	8	Research Income (non Hefce)	£2.0	£1.9	£2.8	£10.3	£3.1	£3.5		↑	PVC (R&E)	£6.0 m	£3.1 m +	£2.9 - 3.0 m	<£2.9 m
		9	Enterprise Income	£8.1	£7.8	£9.2	not available	£10.5	£10.9		↑		£19.0 m	£10.5 m +	£10 - 10.4 m	<£10 m
Access	Top London Modern for LPN recruitment	10	% recruits from low participation neighbourhoods (Young FT FD)	7.7%	8.4%	9.2%	6.8%	8.2%		8.9%	↓	CMO	9.0%	8.2% +	7.9 -8.1 %	<7.9 %
		11	FTUG % (w/o HSC contract) recruited before Clearing	71.8%	71.8%	71.1%	not available	75%	74.5%		↑		90%	75 % +	71 - 74 %	< 71 %
	Exceed expectations on completion	12	First Degree Completion projection (at or above benchmark)	-7 %	-5.8%	-5.5%	-2.5%	-2%		-1.8%	↑	DVC	+3%	>=2 %	-3 to -4 %	<-4 %
		13	Year 1 progression	73.1%	77.3%	74.7%	not available	80%					85%	80 % +	77 - 79%	<77%
		14	Good Honours	61.2%	66.4%	69.1%	67.4%	63 - 67%					63 - 67%	63-67%	68-69% 61-62%	>69% <61%
15	PGT completion	61.5%	58.7%	69%	not available	70%					85%	70% +	66-69%	< 66%		
International	4 QS Stars	16	QS Star Rating	3 stars	3 stars	4 stars	not available	4		4 stars	→	VC	4	4	3	2
		17	Overseas student income (millions)	£11.2	£9.8	£11.2	£31.9 m	£13.1	£10.9			↓	PVC (R&E)	£20m	£13.1 m +	£12 - 13 m
People and Organisation	Rated as a good employer	18	Appraisal completion % (Amongst all eligible staff)	90%	91%	95.6%	not available	100%				DVC	100%	100%	95 - 99 %	< 95 %
		19	Average Engagement Score as a %		58%	62%	70%	66%		61%	↓	DVC	75%	66%	63 - 65 %	< 63 %
Resources & Infrastructure	Grow our income by 25% to £170m annually, deliver an operating surplus of 5% and an EBITDA margin of 15%	20	Surplus as % of income	0.9%	2.4%	1.3%	3.0%	1.0%	1.1%		↓	CFO	5.0%	1 % +	0.8 - 0.9 %	< 0.8%
		21	Income (£m)	£140.8m	£138.2	£144.5	£202.8m	£150.5m	£145.3		↑		£170.0m	£150.5 m +	£145 - 150 m	< £145 m
		22	EBITDA margin (EBITDA expressed as % of income)	9.2%	11.8%	12.0%		13.0%	10.7%		↓	15.0%	13% +	12 - 12.9%	<12%	
	Student satisfaction with facilities & environment in top UK quartile	23	Student satisfaction ratings with facilities & environment (FD)	87.7%	90.0%	87.2%	86.5%	90.0%		84.0%	↓	COO	90%	90 % +	86 - 89 %	< 86%
		24	ICS Service Index %	68%	76%	66%	-	76%			-		80%	76% +	72-75%	<72%
Overall	Top London Modern university (excl UAL)	25	Times - League table ranking	120 / 127	120 / 128	106 / 128	98	103				VC	85	103 or higher	104 - 108	109 or lower
		26	Guardian – League table ranking	111 / 119	107 / 119	92 / 121	86	87		78 / 121	↑		70	87 or higher	88 - 92	93 or lower
		27	Complete University Guide – League table ranking	119 / 126	115 / 127	108 / 129	90	105		93 / 131	↑		87	105 or higher	106 - 110	111 or lower

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